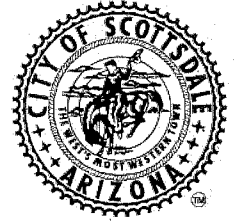


CITY COUNCIL REPORT



Meeting Date: May 21, 2013

General Plan Element: *Provide for the orderly government and administration of the affairs of the City*

Objective: City Manager Candidate Presentations and Interviews

ACTION

Introductions, presentations, and interviews of the following three (3) City Manager candidates: Fritz Behring, Charles Meyer, and Thomas.

BACKGROUND

On July 10, 2012, in a Scottsdale City Council Special Meeting, Item #2, Resolution No. 9144 authorizing Mayor Lane to execute Agreement No. 2012-130-COS appointing Dan Worth as Acting City Manager was adopted.

On August 14, 2012, a Special Meeting was convened to move forward with the selection of an outside recruitment firm, but to delay the City Manager Recruitment process until January, 2013, when the new Council would be seated.

Solicitation No. 13RP006 resulted in Resolution No. 9277 authorizing Mayor Lane to execute Contract No. 2012-194-COS with Colin Baenziger and Associates.

On February 12, 2013, City Council directed staff to move forward with the City Manager recruitment as presented by Colin Baenziger and Associates.

One on one interviews with City Councilmembers will be conducted on May 21, 2103.

A Special Meeting will be held on May 21, 2013 for candidate introductions and presentations.

A Special Meeting will be held on May 22, 2013 requesting an Executive Session to interview, discuss and consider the possible appointment of one of the candidates.

RESPONSIBLE DEPARTMENT(S)

Human Resources Department.

STAFF CONTACTS (S)

Bernadette La Mazza, Acting Executive Director, Human Resources, blamazza@ScottsdaleAZ.gov
480-312-7237

APPROVED BY



5.14.13

Bernadette LaMazza, Acting Executive Director, Human Resources Date

ATTACHMENTS

Exhibit A – Resume – Fritz Behring

Exhibit B – Resume – Charles Meyer

Exhibit C – Resume – Thomas Wilson

Fritz A. Behring

SUMMARY

An innovative leader with proven organizational, analytical and consensus building skills. Effective in development of high performance, cost effective organizations. Understands how to identify problems in organizations and bring about solutions through consensus from a variety of stakeholders. More than twenty four years of management experience with particular expertise in the following areas:

- Organizational Change and Development
- Operational Analysis and Systems Redesign
- Strategic Planning and Tactical Implementation
- Integrating Technology and Business Solutions
- Performance Management
- Transparency and Accountability
- Financial Operations and Budget
- Capital Improvement Project Management
- Utility and Enterprise Management
- Employee and Labor Relations
- Contracts and Development Agreements
- Leadership

PROFESSIONAL EXPERIENCE

Pinal County, Arizona (387.365)
County Manager

November, 2010 to Present

Chief Administrative Officer for the third largest county in Arizona and the second fastest growing county in nation during the past decade. Appointed by the Board of Supervisors (BOS) with duties outlined in general law and by the Administrative Code. Oversee and manage all operations of the BOS including: administrative services, air quality, airport, animal control, behavioral health, budget and research, building and safety, correctional health, economic development, elections, environmental health, finance and purchasing, fleet maintenance, housing, human resources, information technology, medical examiner, planning and development services, public defender, public fiduciary, public affairs, public health, public works, risk management, and strategic planning. Also provide central administrative services for the elected offices.

2,132 FTE. \$334.5 million annual budget.

- Implemented new budgeting process that resulted in targeted reductions to unnecessary expenditures, additional investment in areas that promise a return on investment, and increased efficiencies allowing the County to sustain services with reduced revenues.
- Reduced overall budget from \$429.8 M in FY 10/11 to \$334.5 M in FY 12/13. Reduced General Fund expenditures by 5% during same period.
- Restructured organization and reduced workforce by 18%.
- Reduced primary property tax rate by 5%, reduced property tax levy by \$20.6 M or 20% in two years.
- Spearheaded overhaul of performance management system. ICMA recognized our efforts with Certificate of Excellence in 2012, one of three counties in the nation to receive such designation.
- Initiated facilities planning and supervised \$6.6 M reconstruction of 1891 Courthouse, returning oldest public building in daily use in the State of Arizona to useful life.
- Spearheaded renegotiation of existing airport lease providing for additional tenants, new revenue streams and access to federal funding for facility improvements.
- Oversaw migration to new ERP system providing for improved business processes and reporting.
- Implemented a variety of updates to management policies and practices to provide for adequate and effective control of BOS operations and improved accountability.
- Proposed new IT services including roll out of second generation County website, making government more transparent and providing increased information through online mechanisms. Sunshine Review recognized our effort by awarding Pinal County an A+ transparency grade in 2013. One of only 35 counties nationwide to receive an A+ ranking.

Resume of Fritz A. Behring

Page 2

Clay County, Florida (185,208)
County Manager

December, 2005 to November, 2010

Chief Executive Officer for full service county located in northeast Florida. Appointed by the Board of County Commissioners (BCC) with duties outlined in the Home Rule Charter including all executive responsibilities and powers assigned by Charter, general or special law; auditor; and custodian of all county funds within the meaning of Article VIII of the Constitution of the State of Florida. Oversee and manage all operations of the BCC including: budget and administrative services, community services, development services, environmental services, finance, human and natural resources, public safety and public works. 620 FTE. \$296 million annual budget.

- Budgeted operating costs (total budget less capital improvement program and enterprise funds) for FY 09/10 were slightly less than operating expenses for FY 04/05.
- Restructured organization and reduced workforce by 15%, and reduced property tax rate by 16%.
- Proposed and implemented restructured property tax system utilizing Municipal Service Taxing Units (MSTU's) to provide for accurate assessment of those who benefit from specific services.
- Initiated development of space allocation program for all county physical plants, ensuring efficient use of all buildings in the future.
- Implemented full cost allocation of support services, reducing burden on general fund.
- Initiated over \$85 M in road projects utilizing existing revenue streams.
- Finalized planning and oversaw construction of 89,000sf \$29 M Courthouse addition.
- Initiated facilities planning and supervised construction of new \$8 M Emergency Operations Center partially funded with state and federal grants.
- Managed \$9 M environmental cleanup of County owned lands as part of settlement with State for illegal land filling operations undertaken by staff prior to my tenure.

City of Deltona, Florida (82,973)
City Manager

February, 1999 to December, 2005

Chief Executive Officer for fast growing city located in central Florida. Full service City government including: public works, fire, streets, storm water utility, finance, parks and recreation, fleet maintenance, planning, building, animal control, code enforcement and contracted law enforcement. 333 FTE in house and 72 FTE contracted positions. \$95.64 million annual budget.

- Negotiated purchase of water and waste water utility from private owner reducing purchase price by over \$20 million, resulting in acquisition price that did not require any increase in utility rates.
- Supervised construction of new 43,500 sf \$7.7 million City Hall financed with cash.
- Oversaw aggressive road resurfacing program for 400 + miles of residential roads within ten years.
- Proposed and implemented twenty year \$25 million program for expansion and improvement of collector roads within city utilizing traffic impact fees and current gas tax revenues.
- Oversaw establishment and development of 967 acre Areawide Development of Regional Impact (DRI) designed for commercial and industrial development.
- Supervised development and construction of 40 acre multi use sports complex.
- Initiated facilities planning and directed design of state of the art skate board park.
- Conservatively managed increases in numbers of employees during period of rapid growth resulting in a cost effective workforce.
- Oversaw development of emergency watershed management system that opened up a landlocked drainage basin encompassing 33,000 acres and over 75% of corporate limits of the City.

City of Fort Meade, Florida (5,455)
City Manager

April, 1996 to February, 1999

Chief Executive Officer for free standing community located in central Florida. Full service City government including: police, fire, streets, water, waste water, electric utility, natural gas utility, storm water utility, mobile home park, finance, parks and recreation, library, fleet maintenance, planning and code enforcement. 67 full time and 43 part-time/seasonal employees. \$10.15 million annual budget.

- Reorganized and right sized City government, resulting in a 12% reduction in full-time employees.
- Developed and implemented \$2.1 million street and storm water drainage capital improvement project with no increase in taxes or fees. Project financed by eliminating fiscal inefficiencies.
- Returned fleet maintenance operation in-house saving over \$50,000 during first year and reduced annual expenditures by \$84,410 or 34% by the end of year two.
- Actively participated in the development of a county-wide library cooperative increasing revenues to the City library by 18% annually.

City of Central City, Nebraska (3,000)
City Administrator

May, 1990 to April, 1996

Chief Administrative Officer for free standing community located in south-central Nebraska. Full service City government including: police, fire, streets, water, sewer, electric utility, natural gas utility, finance, parks and recreation, library, housing, planning, code enforcement, ambulance, airport, public transit. 25 full time and 23 part-time/seasonal employees. \$7.03 million annual budget.

- Reorganized and right sized City government, resulting in a 10% reduction in employees.
- Negotiated natural gas supply and transportation agreements saving City \$898,000 in transition costs during FY 93/94 and \$591,000 in operating costs over four years.
- Developed new self funded health insurance program saving tens of thousands annually.
- Developed and implemented winter electric load growth programs and electric space heating rates resulting in no electric rate increases since 1990. Expanded electric load management system.
- Initiated audit of gas system and measurement facilities saving \$25,000 annually.
- Supervised construction of new Public Library financed with grant funds and private donations.
- Developed programs and grants for neighborhood renewal, paving, planning and flood control.
- Initiated marketing campaign including professional City jingle for economic development.

City of Vermillion, South Dakota (10,000)
Assistant to the City Manager

July, 1988 to May, 1990

Administrative Assistant to City Manager for free standing, university community located in south-east South Dakota. Full service City government including: police, fire, streets, water, sewer, electric utility, finance, parks and recreation, library, code enforcement, ambulance and airport. 55 full time employees. \$8.1 million annual budget. Summary of accomplishments:

- Coordinated \$8.1 million 1990 budget after the City Manager resigned to take new position.
- Developed Operations Manual for the Municipal Liquor Store and revised City personnel manual.
- Salary surveys, internal studies, and technical and advisory assistance to Manager.

OTHER RELEVANT EXPERIENCE

State of South Dakota, Board of Regents of Higher Education
Regent (appointed by Governor George S. Mickelson)

June, 1988 to July, 1990

One of nine board members appointed by the Governor and vested with control of the State of South Dakota's system of public post-secondary educational institutions. Charged with the governance and responsibility to coordinate and manage the state's public colleges and universities. Participated in the hiring of the Executive Director, the General Counsel, the Superintendent of the South Dakota School for the Deaf and the President of the University of South Dakota. Became the first student regent in the history of the state, SDCL section 13-49-6.2.

University of Central Florida, Orlando FL
Interim Instructor

Summer 2000

University of South Dakota, Vermillion, SD
Interim Instructor

January to May, 1989

EDUCATION

Master of Public Administration, University of South Dakota, Vermillion, South Dakota.

Bachelor of Arts, University of South Dakota, Vermillion, South Dakota. Major: Political Science Minors: Spanish and Criminal Justice

ACTIVITIES AND HONORS

- 2011 J. Elliott Hibbs Good Government Award, in recognition of effective and efficient management of taxpayer dollars, Arizona Tax Research Association (ATRA)
- United Way of Volusia - Flagler Counties, Inc. Board of Directors
- Volusia County Water Policy Review Commission, Vice Chair
- Office of Law Enforcement Technology Commercialization, (OLETC) National Institute of Justice, US Department of Justice, member of National Advisory Council
- Speaker at various conferences and meetings including ICMA's 78th Annual Conference, Reno, Nevada, September 15, 1992: Municipal Landfills - Closing Out and Going Regional.
- Energy America, national power provider, Chairman, Board of Directors, 1995-1996
- Nebraska Public Gas Agency, Chairman, Board of Directors, 1993-1996
- Management Development Program, University of Nebraska at Lincoln, completed December, 1991
- Student Association President, University of South Dakota, 1987-1988; Vice President, 1986-1987

PROFESSIONAL MEMBERSHIPS

International City and County Management Association (ICMA) Credentialed Manager
Arizona City and County Management Association (ACMA)

CHARLES W. MEYER

EDUCATION

Master of Public Administration: New York University.

Concentrations in Municipal Finance, Personnel and General Management. Final credits completed at Syracuse University Maxwell School. June 1978.

Bachelor of Arts: Pace University.

History major with minor concentrations in Political Science and Government. Graduated Cum Laud. February 1974.

EXPERIENCE

CITY MANAGER: City of Tempe, Arizona. December 2007 – January 2013.

Tempe has a population of 162,000 with an annual operating budget of \$470 million and approximately 1,600 employees. The City provides all municipal services and in addition to serving its residents Tempe is also the place of employment for approximately 100,000 as well as home to Arizona State University with nearly 80,000 students.

CHIEF OPERATING OFFICER: City of Virginia Beach, Virginia. December 2003 – December 2007.

Virginia Beach has a population of 435,000 with an annual budget of \$1.7 billion and approximately 6,100 City employees. The City operates as a single purpose government including City and County functions with Schools operating as a separate entity within the City but not included in the statistics above. The Chief Operating Officer is appointed by the City Manager and serves as City Manager in his absence. The Chief Operating Officer has direct responsibility for Police, Fire, Emergency Medical Services, Public Libraries, Parks and Recreation, Public Utilities and Public Works. During interim periods also was responsible for Museums and Cultural Arts, Convention and Visitors Bureau and Housing and Neighborhood Preservation.

CITY MANAGER: City of St. Louis Park, Minnesota. April 1993 - December 2003.

St. Louis Park has a population of 44,000 with a 2003 annual operating budget of \$45 million with approximately 250 employees. St. Louis Park is a charter city operating under the Council/Manager form. The City Manager reports to a 7 member Mayor and City Council. City operations include Police, Fire, Public Works (Utilities, Transportation and Engineering), Inspections (Health and Building), Community Development (Planning and Economic Development), Parks and Recreation, Finance and Administration (Information Technology, Human Resources, City Clerk and Communications).

COUNTY MANAGER: County of Genesee, Batavia, New York. April 1981 - April 1993. Genesee County has a population of 59,000 with a 1993 annual budget of \$50 million and approximately 850 employees. The County Manager is appointed by a 9 member Legislature. The position was established in 1981 to supervise and direct all County operations including: **Criminal Justice System:** Probation, Prosecution, Public Defender, Law Enforcement, Jail and Community Corrections.

Human Services: Social Services, Welfare, Public Health, Aging Services, Nursing Home, Mental Health, Youth Services, Job Development, and Veterans.

Public Works: Roads, Bridges, Airport, Parks, Central Garage, and Building and Grounds.

Central Services: Finance, Personnel, Information Management, Planning, Assessment, Purchasing, Risk Management, and Emergency Management Services.

Education: Community College and Preschool Handicapped.

Agency oversight provided for Economic Development, Cooperative Extension, Public Transportation and Soil and Water Conservation. County Manager is responsible for representing the County in all intergovernmental relations, public information, labor relations, economic development, and media relations.

VILLAGE ADMINISTRATOR, CLERK/TREASURER: Village of North Syracuse, New York. June 1976 - April 1981.

North Syracuse has a population of 9,000 and approximately 65 employees. The position was created in June 1976 and the Administrator was appointed by a 5 member Board of Trustees. Supervised and directed all departments including Police, Fire, Public Works Parks & Recreation, Building & Zoning, Courts and Fire Prevention. Specific responsibilities included budgeting, all fiscal management, labor relations, community development, land use planning, grant writing and general administration.

ADMINISTRATIVE ASSISTANT TO VILLAGE MANAGER: Scarsdale, New York. February 1974 - June 1976. Population of 20,000.

Responsible in staff capacity to Village Manager for personnel administration, management analysis, planning and public relations.

PROFESSIONAL AFFILIATIONS

Regional Wireless Cooperative for Phoenix area Board of Directors Chair 2009-2012

Arizona City/County Management Association

Virginia Local Government Management Association

Old Dominion University Graduate School of Public Administration Advisory Council. Member since 2004, Chair 2006-2007.

ICMA(International City/County Management Association). Member since 1974. County Committee, International Exchange Program, Conference Planning Committee, Nominating Committee, Special Data Services report on Labor Management Committees.

Minnesota Legislative Audit Commission Local Government Advisory Committee for Best Practices Review since 1995, Chair 1998-2001.

Minnesota City/County Management Association (Selected City Manager of the Year)

Association of Metropolitan Municipalities of Minnesota

Municipal Management Association of New York State, Board of Directors, President

National Association of County Administrators, Vice President

PERSONAL AFFILIATIONS

Valley of the Sun United Way Campaign Committee 2009-2012

Tempe Chamber of Commerce Board of Directors 2009-2013

United Way of South Hampton Roads, Allocations Panel 2006-2007

Big Brothers/Big Sisters of South Hampton Roads

Children First (America's Promise top 100 Community) Board of Directors 1993-2003, Chair 1998-99

St. Louis Park Rotary Board of Directors

Rotary Foundation Board of Directors, Vice President

Genesee Area YMCA Board of Directors 1982-90, President 1987-90

Genesee Hospital Board of Directors 1990-93

RESUMÉ

THOMAS J. WILSON

RELEVANT PROFESSIONAL EXPERIENCE

ASSISTANT CITY MANAGER, City of Palm Springs, CA

8/1/2005 to present

- ◆ Accepted the position of Assistant City Manager for Development Services in Palm Springs, California on August 1, 2005. Reporting directly to City Manager, David Ready; assumed responsibility for five departments: Planning, Building, Public Works and Engineering, Community & Economic Development, and Redevelopment.
- ◆ Upon the resignation on May 30, 2008, of the Assistant City Manager for Administrative Services, the City Manager reorganized with just one Assistant Manager position, which I assumed, and added to the position the direct, department responsibility for: Library Services, Parks & Recreation, and the Palm Springs Convention Center.
- ◆ I also served for more than one year as the Acting Director of the Building Department and almost two years as the Acting Director of the Community & Economic Development Department.

CITY MANAGER, City of Milpitas, CA

5/8/2000 to 1/22/05

Milpitas is a Northern California, high-tech, high growth, full service city of more than 65,000. Located at the southern end of San Francisco Bay, Milpitas is the "Gateway City" of Silicon Valley with a very diverse and well educated population. Milpitas is a minority majority community which provides its residents a special quality of life – featuring abundant parks and recreation facilities, three regional retail centers and more high-tech corporations per capita than any city in the country. Employing 450+, its annual operating/capital budget is \$150 million.

As City Manager, I served as chief administrative officer of the City and the Redevelopment Agency, responsible to the Mayor and Council for administration of all city and agency business. Serving and performing with the highest standards of professionalism and ethical integrity.

Accomplishments:

- ◆ Provided – as the fourth city manager in eight years – stable leadership and comprehensive management focus and experience for the departments/divisions of the organization which had become significantly autonomous in perspective and operation.

- ◆ Created a TOP STAFF leadership development program accenting interdepartment/division communication, teamwork, collaboration and planning.
- ◆ Structured and implemented the termination of the private sector construction management firm contracted to manage the construction of a new 62,000 sq. ft. City Hall. Created and led the Milpitas staff team that took over the construction management of the project at less than 20% complete. The project was rescued from delays and cost overruns and successfully completed.
- ◆ Completed the 1000+ acre Midtown Specific Plan which developed a community-based plan for the contemporary revitalization and redevelopment of the City's midtown area and "Main Street" corridor. The Plan won a 2003 California American Planning Association Award for innovative planning. Since adoption in 2003 the plan has stimulated projects described as creating a new "urbanism," accenting high-density residential and mixed use projects.
- ◆ Instituted an October 2001 hiring freeze in the aftermath of the 9-11 terrorist attacks to address the \$2.7 million revenue loss from the elimination of business travel. The subsequent U.S. recession, technology meltdown and the State's financial crisis has mandated the continuation of the freeze which now contributes savings - through the natural attrition of the workforce - of more than \$3.5 million annually.
- ◆ Ensured the continuing delivery of all City services at 2003 service levels despite substantially reduced resources. Established a citywide, all departments/divisions "SERVICE FIRST" Program which prioritized and benchmarked citizen services and, where appropriate, retrained and reallocated employees to meet service priorities.
- ◆ Continued the City's regional leadership in the conception and implementation of innovative transportation programs and facilities. To secure the priority of needed interstate improvements, Milpitas partnered with CALTRANS and invested more than 18 million local dollars in new I-880 interchanges – the largest local contribution per capita to CALTRANS by any city in California. The City similarly worked with the Santa Clara County Valley Transportation Authority, securing in Milpitas the only elevated segment of the county-wide light rail system.
- ◆ Conceived, negotiated and implemented a major expansion of the Milpitas Redevelopment agency project area and a comprehensive financial restructuring of the Agency which: added 800+ acres to the project area; extended the Agency's life to the statutory maximum; increased the bonded debt capacity from \$75 million to \$500 million; and increased the Agency's capacity to receive tax increment from \$500 million to \$2.4 billion.
- ◆ Issued \$200 million in Redevelopment Agency bonds in late November 2003 with the California economic climate defined by the recall of the governor and an \$18 billion State deficit. \$60 million of the issue was a refinance; \$140 million was new money. The entire \$200 million issue sold at an average interest rate of 4.5%. Standard & Poors rated the City's and the Agency's financial management as "AA" at the time of the bond issuance - the highest ratings given in California in 2003.

- ◆ Designed the plan for Milpitas' acquisition of more than 40 acres of undeveloped County property located in the core of the City's Midtown Specific Plan area. Overcame the County's 40+ year resistance to Milpitas' acquisition of the properties and negotiated their use and development. Final approvals are scheduled in early 2005 for a 700 home subdivision developed by KB Homes and for the Interstate 880 frontage to be developed for three automobile dealerships.
- ◆ Implemented an ongoing TOP STAFF leadership and organizational development program which focuses on exploring and defining leadership values, qualities and techniques specifically relevant in the setting of public employment. The program has recently addressed the leadership challenges presented by the loss of personnel and economic resources in relation to the continuing increases in demand for city services.
- ◆ Planned and negotiated the development of a major activity center anchoring the northern portion of the City's Midtown area. Development commitments for the activity center include: City's new 60,000 sq. ft. library; County's new 62,000 sq. ft. regional Medical Center; private sector 100 unit apartment & 3000 sq. ft. commercial mixed use project; 100 unit private/non-profit senior affordable apartment project; 700+ spaces of public parking and installation of new streetscape.
- ◆ Refocused the City's affordable housing program establishing a new priority - the development of affordable "ownership" housing. Through mortgage assistance financing, Milpitas and the Redevelopment Agency, in partnership with private housing developers, have designated through the planning process 250+ homes - privately developed but to be marketed at "affordable" prices through assisted financing.
- ◆ Directed the development and adoption of the City's first longterm Utility Financial Management Plan. Adopted in 2003, the 20 Year Plan defines the facilities needed for the City's water and sewer utilities "build-out" development and presents a fee and rate structure to finance the cost of the construction, maintenance and operation of the utilities. The plan was developed over 18 months through a consulted, community-based, stakeholder Task Force.
- ◆ Assembled a private/public sector stakeholder partnership to develop a vision/plan for the development of the areas surrounding the Milpitas BART station. Milpitas will be the first stop for the extension of BART from San Francisco into Silicon Valley/Santa Clara County.
- ◆ Provided guidance and support to the City's Community Activity Commission, which received City Council authority and direction to develop a comprehensive Code of Ethics for Milpitas Councilmembers and top staff. The Code of Ethics was adopted by the City Council in April 2004 along with a comprehensive implementation and training program.

CITY MANAGER, City of Oceanside, CA

(5/3/93-5/8/2000)

Oceanside is a Southern California coastal, high growth community of over 150,000. Organized as a general law city, Oceanside provides full services, owning and operating the water/sewer

ATTACHMENT C

utility, a small general aviation airport and 975+ slip small-craft harbor. Employing over 750, its annual operating/capital budget exceeds \$200 million. Light manufacturing, health/education and government employment (Marine Camp Pendleton), combine with tourism to provide a diverse economy.

Served as chief administrative officer of the city responsible to the Mayor and Council for administration of all city business. City Manager also serves as the CEO of the Harbor District and Redevelopment Agency. Highlights of service would include:

Accomplishments

- ◆ Stabilized the city's faltering finances in the face of Southern California's deepest recession and the State's diversion of locally generated property tax revenues to the State treasury. Produced six years of consistent growth in the city's unreserved general fund balance without any fee or tax increases.
- ◆ Established a comprehensive employee development, training and recognition program. Focused department directors on providing consistent in-year performance recognition, culminating in annual citywide awards.
- ◆ Initiated a community-based, open citizen participation planning process for a 400+ acre real estate gift of property to the City of Oceanside. The property was developed with public and private uses including a \$500 million pharmaceutical production facility.
- ◆ Bench-marked new standards for all city services, establishing a "CITIZENS & SERVICE-FIRST" program to focus Oceanside's employee commitment to quality service.
- ◆ Competitively contracted for city services—building maintenance, median maintenance, tree trimming, park mowing, and beach facility maintenance permitting the cost-efficient reallocation of employees to more productive assignments.
- ◆ Led in the development of a comprehensive, five-year Strategic Plan for the Oceanside Police Department. The San Diego Chapter of the American Planning Association specially recognized the plan in 1996 for its innovation and quality.
- ◆ Developed the concept for the creation of a community computer center as part of the services of the Oceanside Public Library. The City of Oceanside Public Library opened the first community computer center in Southern California in January 1997. The community computer center was the winner of a 1997 Helen Putnam award.
- ◆ Conceived, structured and implemented an innovative property acquisition and capital financial plan, which provided for a new 51,000 square foot police facility and a new 12,000 square foot branch library. Both facilities opened in September 1999.
- ◆ Negotiated a disposition and development for a 104,000 sq. ft. downtown redevelopment entertainment center anchored by a 16 screen multiplex Regal Cinemas Theater. Center opened in December 1999.

CITY MANAGER, City of Tucson, AZ

(7/3/90 to 7/17/92)

Tucson is a full-service city, organized in the council/manager form, employing over 4,500 with an annual operating/capital budget of \$700+ million. City owns a regional water utility and bus system. Government employment, University of Arizona, Davis-Monthan Air Force Base and manufacturing provide the economic foundation with tourism giving the largest economic input.

Served as the chief administrative officer of the city responsible to partisan Mayor and Council for the administration of all city business.

Accomplishments:

- ◆ Restored the city's financial stability. The city's FY 1989-90 audited unreserved fund balance was \$260,000 from an operating budget of \$350+ million. More than 26 million dollars was cut from the budget. No taxes were increased. No new taxes or revenue sources were initiated. There were no lay-offs. The city's first multi-year Financial Management Plan was prepared and adopted. The city's bond rating were maintained, and the close of the FY 1991-92 saw a \$5 million unreserved fund balance.
- ◆ Reconstituted management team. Quality appointments were made reflecting ethnic and gender diversity accented by: the city's first Hispanic deputy city manager, the first female assistant city manager, Hispanic female library director, Hispanic human resources director, African-American female director of intergovernmental affairs and the city's first (one of first nationally) female police chief.
- ◆ Created a city-assisted program of incentives to induce Hughes Aircraft to consolidated all missile development and manufacturing in Tucson, including designing an innovative "new employment credit" financing program for the expansion of Hughes' facilities.
- ◆ Assembled a city team and formulated a new, comprehensive employee compensation plan (Pay for Performance). The plan provides for individual employee performance incentives, with a structured evaluation process resulting in performance recognition and annual compensation review/adjustment.
- ◆ Moved toward the region's elimination of its sole dependence upon groundwater through the delivery of Central Arizona Project water. Maintained the scheduled completion, under budget, of \$90 million treatment facility—first CAP water delivery, November 1992.
- ◆ Generated innovative economic development initiatives utilizing public and private partnerships of effort and resources, including redevelopment authority, industrial development capacities, municipal Property Corporation and private, non-profit Development Corporation. Structured the city's lead role in removing Davis-Monthan Air Force Base from the closure list.

DEPUTY CITY MANAGER, City of Tucson, AZ

(9/18/89 to 7/3/90)

Served as chief assistant to the City Manager. Responsible for management direction to the city departments of water, transportation and human resources. Responsible for city's local inter-governmental relations and all state/federal legislative proposals.

CITY ATTORNEY, City of Scottsdale, AZ

(12/21/87 to 9/18/89)

Scottsdale is a unique, quality-of-life community of more than 170,000 residents. While maintaining its western heritage, it is a sophisticated urban city featuring numerous corporate headquarters, Mayo Clinic, upscale retail centers and internationally recognized resorts and tourist destinations.

City Attorney served as the chief legal advisor to all officers and employees, departments and agencies of the city.

Also serves as INTERIM CITY MANAGER AND CITY ATTORNEY (4/27/88 to 11/1/88)

Served as the interim chief administrative officer and city attorney.

DEPUTY CITY ATTORNEY, City of Tucson (1978 – 1988)

Served as the chief assistant to the city attorney. Responsible for day-to-day administration and supervision of assistant attorneys and staff. Prepared complex agreements (water rights, economic development, zoning) and conducted and/or supervised the preparation, trial/appeal of complex litigation.

ASSISTANT CITY ATTORNEY/CHIEF PROSECUTOR, City of Tucson (1973-1978)

Administered and supervised all activities of the criminal division of the City Attorney's office.

ASSISTANT CITY ATTORNEY, City of Tucson (1972-1973)

Conducted criminal misdemeanor prosecutions and general civil litigation.

EDUCATION

Juris Doctor, University of Arizona

Bachelor of Arts with Distinction, University of Arizona

Founding Editor, Associated Students' Course Evaluation

Member Associated Students' Publication Board (two years)

Recognized for Distinguished Service to Student Body (twice)

PROFESSIONAL/COMMUNITY ASSOCIATIONS

International City/County Management Association

American Public Works Association

International Personnel Management Association

State Bar of Arizona

Admitted to the practice of law in all Arizona Courts, the Federal District Court for District of Arizona, the Ninth U.S. Circuit Court of Appeals and the United States Supreme Court.

Founding Board of Directors President, Tucson AIDS Project

Founding Director, Santa Cruz Valley Water District, Arizona

Founding Contributor, Oceanside Museum of Art

Member, 1999 & 2000 Oceanside Unified School District Facilities and Bond Committee

Oceanside and Milpitas Rotary Club